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**MODERN VISION OF  
EFFECTIVE  
FUNCTIONING AND  
DEVELOPMENT OF  
TOURIST ENTERPRISES**

In a competitive environment increases the role of ensuring effective functioning and development of tourist enterprises. The tourism industry in the whole world shows positive dynamics of development. Therefore there is a need to ensure positive dynamics of economic indicators of the functioning of tourist enterprises and their further development. At the present stage it is possible to achieve at the expense of innovation and creation of new organizational-economic structures. It should be noted that innovation requires significant investment and time for their development, implementation and return on investment, while the creation of new organizational-economic structures has a positive experience of use in other areas. This is the cluster approach in the activities of enterprises. In our opinion, this could have a positive effect when used in the tourism sector.

Scientific researches in the field of clusters involved in many prominent scientists. The authors in the context of research on the different interpretations of definition "cluster". The founder of the cluster approach in the economy is recognized as M. Porter, which defines a cluster as "a geographically neighboring group of interconnected companies and associated organizations operating in a certain area, characterized by common activities and complementary to each other" [13].

One of the first scientists to try to apply the concept of the industrial cluster in the field of tourism was M. Monfort. The concept of tourism cluster, according to M. Monfort includes the following aspects [14]:

- Services provided by tourist companies or businesses (businesses accommodation, restaurants, cafes, travel agencies, water parks and theme parks, etc.);
- Wealth (pleasure), the resulting vacation and recreation;
- Multifaceted cooperation of related companies and industries;
- Well-developed transport and communications infrastructure;
- Complementary activities (commercial allocations, holiday traditions);
- Support services (information);
- Natural resources and institutional policy.

While M. Monfort paid attention to the characteristics and components of the cluster, M. Benny emphasized the link between agencies, cooperation, externally observable in the form of networks when defining the cluster.

"Tourism cluster - a group of tourist attractions within a limited geographical area, to ensure a high level of infrastructure and services, which has established social and political relations, as well as improved management in the companies that make up the network for the production of tourist services that provide strategic competitive and comparative advantages."

An A. Rodrigues relation between enterprises and institutions in the tourism cluster is considered in two directions [18]:

1. Horizontal communication. Create strategic alliances, where agreements can be of two types: on the one hand, agreements between undertakings which produce homogeneous products (the same economic activity) among the companies working in the field of accommodation, entertainment, transport and catering services. On the other hand, the agreement may be concluded between companies that offer diverse tourism product, forming the various components of the integrated tourist product (tourist services).

2. Vertical communications. Creating a strategic network based on one-sided relationship supplier-customer on the basis of a production-monetary exchange, where some parterres are suppliers of necessary services or products required by the other party under the contract on the basis of remuneration.

Tourist cluster by A. Rodrigues - a group companies and institutions, producing a tourist product or group products. These companies and

institutions are concentrated geographically and have a vertical connection (chain companies producing tourist products) and horizontal communication (including industry, regulatory support, information exchange).

The theoretical justification for the tourism cluster and the possibility of applying the theory in practice dealt S. Nordin [15].

The benefits of co-operation of companies that provide tourist services leverage the collective power of creation of tourist services and contribute to the development not related directly to these area enterprises. Creating a tourist cluster leads to greater specialization and diversification of production, reconstruction of the shared infrastructure and also provides an opportunity to benefit from the emergence of opportunities to discuss difficult issues in close contact with the suppliers (the availability of the necessary components).

In addition to the above benefits, cooperating networks contribute to the development of new models of production and organization, the exchange of technical and other market information, agreements for buying and selling goods and services, develop a common marketing company. The interaction and synergy, which appeared as a result of joint action, has a distinct advantage over companies operating in isolation.

Configuration of the tourist cluster on S. Nordin, is [15]:

- A set of tourist resources, attracting non-indigenous inhabitants of the territory;

- The concentration of the companies to meet the tourist demand: restaurants, accommodation sector, transport services, crafts and tourist agencies, etc.;

- Production sector and to support the tourist services;

- Clean and cheap infrastructure (roads, fuel, sanitation, health care);

- Companies and institutions that provide the necessary training of personnel, information support and financial capital;

- Internal agency, organizing and implementing the cluster concept;

- Public authorities, regulatory and coordinating structure, affecting the education cluster.

Cooperation among multiple business entities related to the tourism industry or closely related to it, in a market economy leads to the formation of specialized formal or informal tourism clusters, districts. Lack of proper cooperation hinders this process. The structure of tourist cluster includes interaction of managing subjects in the sphere of tourism involving activities of management and coordination bodies,

public organizations, scientific institutions. The functional structure of the tourism cluster includes in its membership the institutional environment, innovative environment and tourism products production environment. The functioning of the tourism cluster occurs in active cooperation with the environmental, socio-cultural, economic and institutional environment. The structure of the tourism cluster in different areas on different components depending on the combination of recreational resources, prerequisites concentration of tourist enterprises of different specialization.

Tourism clusters of different specialization in the territory have several ways of development. Some fall, some larger and grow. In a highly competitive tourism clusters tend to cooperation, joint complementary activities, as well as partnerships with other industry clusters. This process is characterized by the formation of tourist cluster, which is defined by the presence of geographic, economic, social and infrastructural features.

To analyze the process of formation of tourist cluster in the study area proposed scoring method is a set of attributes that allows to use not only qualitative analysis but also quantitative. Each group includes a primary and secondary symptoms. According to the complex of primary characteristics of regional tourist cluster is defined as objectively existing education. Secondary signs indicate the maturity of the cluster (table 1.1).

Formation of a coordinating body within the cluster - the phenomenon is optional, however, in terms of continuity of national conduct of economic policy should be noted that this step is important not only for territorial development agencies, but also for the business, as One of the most important functions of the body providing a dialogue between the stakeholders in tourism development, educational and research centers, investors and entrepreneurs related industries.

Typology of tourist cluster, in addition to genetic traits, it is proposed to carry out on the functional features (features reflect the functioning of specialization) and hierarchical characteristics (reflected rank tourist

Table 1.1

**Signs of formation tourist cluster**

| Category features | Primary signs   | Secondary signs   |
|-------------------|---|---|
| Geographical      | <ol style="list-style-type: none"> <li>1. The location and concentration of tourist enterprises on a relatively small area, has natural, cultural, historical, and others resources.</li> <li>2. Intra tourist division of labor.</li> </ol>  | <ol style="list-style-type: none"> <li>1. Provide a meaningful impact of regional tourist economy on the socio-economic structure of the region, promote regional development.</li> <li>2. The development of related industries, to ensure the functioning of tourist activity.</li> </ol>   |
| Economic          | <ol style="list-style-type: none"> <li>1. The increase in the share of tourism in the structure of paid services.</li> <li>2. Activation of internal and external communications.</li> </ol>  | <ol style="list-style-type: none"> <li>1. Consolidation of the tourist sector leaders.</li> <li>2. Formation of a favorable business environment and innovative, attractive for partnership.</li> <li>3. Development of new tourist products, routes;</li> <li>4. Understanding the individual competitiveness of cluster members in the competitiveness of the entire cluster.</li> <li>5. A significant increase in the share of tourism in GRP.</li> </ol> |
| Social            | <ol style="list-style-type: none"> <li>1. Increase in the number employed in the service of tourism.</li> <li>2. Formation of the tourist market of labor resources.</li> <li>3. Creation of universities, research institutions, the opening of specialized departments engaged in the study, the service sector and tourism, training specialists in this direction.</li> </ol> | <ol style="list-style-type: none"> <li>1. Preparation of choice varied holiday among the local population (development of specialized types of tourism).</li> </ol>   |
| Institutional     | <ol style="list-style-type: none"> <li>1. The activity of cooperation coordinating bodies, the organizers of tourist activity to R&amp;D;</li> <li>2. Formation of public-private partnerships in the region in the tourism sector (financing, coordination, training).</li> </ol>  | <ol style="list-style-type: none"> <li>1. Strengthening the role of the region as a tourist center at the national and international level;</li> <li>2. Creating innovative regional tourism brand.</li> <li>3. Active participation in exhibitions.</li> </ol>   |
| Infrastructure    | <ol style="list-style-type: none"> <li>1. The development of tourism infrastructure (cycle paths, marinas, airports, etc.).</li> </ol>  | <ol style="list-style-type: none"> <li>1. The development of engineering, social and environmental infrastructure.</li> </ol>   |

cluster and its role in the structure of recreational facilities).

Functional features. Specialty tourist cluster is directly connected to the sources, the resources of its formation and composition of its participants.

The tourist cluster is formed by the merger of the local tourism clusters in its territory. The emergence of such clusters is influenced by the following factors and conditions:

Resource factors (natural, cultural, historical, labor, financial and land resources, infrastructure) - the potential for the development of specific types of tourism - determine the specialization of the cluster, provide the specifics of complementary enterprises (agro-tourist cluster, medical-health cluster, water-sports cluster, etc.).

Activity-related factors (created as a result of human activity) - ensure the competitiveness of tourist activity due to conditions created and implemented it in the area.

These include technological know-how in tourism, specific knowledge, skills and crafts that contribute to the specialization of the territory. Moreover, the territory can not have resource factors, the cluster can be created on the basis of activity-related factors.

The process of formation and development of the tourism cluster slows limiting factors: economic, institutional, geographic, and social infrastructure. Identify limiting factors contribute to the prediction of the process of formation and development of the tourism cluster, it helps you choose relevant (in accordance with the specifics of the region), the position of the authorities in the formation of the cluster (non-intervention, creation of necessary conditions).

Review of the organization of tourism based on the cluster concept allows us to offer new methods of zoning destination. The cluster approach to the development of tourism has two aspects: territorial and sectoral. Tourism can be seen as a natural development of the territory of the catalyst. The uncontrolled, disorganized tourism development has negative consequences: damage the environment, leads to the destruction of cultural and historical heritage, becomes a potential threat to the development of tourism in the territory.

At the same time tourism - a source of income, contributing to the creation of new jobs, the development of territory, stimulating the development of social and environmental infrastructure. There is a relationship between the sustainable development of the economic, socio-cultural, natural, institutional, sub-systems and sustainable development of tourism, which includes the elements of all the above

subsystems. When sustainable development of tourism there is the prevalence of a positive impact on the natural, social and economic environment of the negative. For example, the area also is a resource that provides competitive advantage of tourist enterprises.

Excessive spatial concentration of tourist enterprises is often negative. The natural environment is lost, and therefore, the main competitive advantage is lost. Thus, it found a link between sustainable development of the regional tourist cluster and its competitiveness, which goes from the lower hierarchical level of the tourist cluster - micro-regional to higher - macro-region.

This approach is based on the theory of adaptation of integration system of competitiveness, competitive advantage diamond of M. Porter, the concept of sustainable development of the economic, socio-cultural and environmental subsystems, models of the impact of tourism on regional development. Different approaches to the organization of tourist activity have their advantages. In a market economic system is overdue to apply the cluster approach, taking into account the market mechanisms in the localization and cooperation of tourist enterprises and related industries.

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